

Solicitation Number: SCC060001-A1

Statewide Research and Survey Services

Category 3.2.1. Strategic Planning

Solicitation Due Date:
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Submitted to:
Strategic Contracting Centers
100 N. 15th Ave., Suite 104
Phoenix, Arizona 85007



Submitted by:
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Experience and Expertise—3.2.1. Strategic Planning

Overview of Experience and Expertise

LeCroy & Milligan Associates, Inc. (LMA) has the breadth of experience and a service philosophy that is well suited to the variety of services requested in the solicitation. For the past 14 years, LeCroy & Milligan Associates has provided research, evaluation, planning and training services for state, federal and local agencies in a variety of project areas.

The combined personnel of our organization provide a unique balance of individuals that have the analytical, statistical, and substantive expertise to respond to the demands of the RFP and produce exceptional consultation and project services. Project teams are formed to include staff members whose unique experience is most needed by a particular project.

Our staff comprise a multi-disciplinary team with professional backgrounds in psychology, social work, public health, juvenile justice, education, public administration, family studies, and management information systems. Our staff's backgrounds include *direct* program development and administrative experience as well as *consultation* in research. This experience enables us to understand the *practical and practice* issues involved in human services. Also, our work is not dependent on one person but rather involves an entire team to provide the service or product. This provides clients with additional assurance that our work will be completed in a timely and efficient manner.

We have a staff of 21 full-time and 2 part-time employees that work efficiently and effectively in designing and carrying out research, planning, and consultation projects. Because we use a team approach in our work, the burden does not fall exclusively on one evaluator to complete work, and thus we can be efficient and timely in our work. Our team includes:

- 1 President/Evaluator, MSSW
- 1 Executive Director/Evaluator, PhD
- 5 Evaluation Associates, Master's Degrees and PhDs
- 3 Evaluation Specialists, BA
- 1 Computer Systems Manager, BS
- 1 Business/Operations Manager
- 3 Data Entry Specialists
- 7 Quality Assurance & Training Team Members, 3 Master's Degrees

LeCroy & Milligan Associates maintains a well-established office in Tucson, Arizona. The offices are connected with a local area computer network with state-of-the-art word processing equipment, and use Microsoft products, SPSS, Epi-Info, ArcView GIS mapping software, and Dreamweaver software. We also have access to large mainframe computers when needed. Our computer and personnel capacity and experience allows us to process and enter large data sets if needed. Our office has a conference room available for meeting and training when needed. We

have a large library of evaluation, prevention and training materials. We have two fax machines to receive documentation and we are available by phone, fax, or email.

Our staff have access to numerous on-line and library resources for reference needs. We have DSL Internet connections with virus and security protection updated regularly. We maintain three websites and regularly post reports, written materials, training materials, and relevant links. We have developed a web platform for training modules used nationally. We use Dreamweaver software for creating secure web-based access for online data collection.

Experience and expertise in Strategic Planning

Projects highlighting our experience and expertise working with communities, program providers, and key stakeholders in strategic planning processes are given below.

Nevada Department of Health Services Real Choices Needs Assessment (2003-2004). LeCroy & Milligan Associates completed a needs assessment of the health care systems serving children with special health care needs (CSHCN) for the state of Nevada as part of their strategic planning around Real Choices systems change initiative. This project included an extensive survey and assessment of current and past service delivery models and planning approaches that have implemented in Nevada and other states. In order to complete this task we examined and contrasted existing models, frameworks, and literature. Major needs, assets and changes in the delivery of services were reflected in this assessment, with the information being used by state agency planners for improving the Nevada systems. The multi-method assessment included a literature review, gathering of secondary source data, surveys of providers and consumers, focus groups with providers and consumers, key informant interviews, and workshops and reports for disseminating results. We conducted full and partial day planning meetings for strategic use of the study results. **Key Staff:** Pat Canterbury, Allison Titcomb and April Hizny.

United Way of Tucson and Southern Arizona (2003-present). LeCroy & Milligan Associates is engaged in needs assessment activities with the United Way of Southern Arizona to assist the United Way Impact Councils with strategic program planning. Under this contract, we meet regularly with council directors and community volunteers to formulate needs assessment plans for four impact areas: after-school care for youth, domestic violence programs, basic needs services, and senior care providers. Our staff meet regularly with the Impact Councils to provide technical assistance in program and community service planning. We are also a partner in an Early Learning Opportunity Act (ELOA) early innovation grant to develop and pilot a Quality Rating System for early childhood centers. From this we have participated in the state planning group to expand from this model to a statewide quality rating system. **Key Staff:** Allison Titcomb, Pat Canterbury, Kerry Milligan, Allyson LaBrue, Erika Ortega and April Hizny.

In the Family Violence Assessment Project (2002) for the Governor's Community Policy Division for Prevention of Family Violence, we conducted an in-depth analysis of service systems, assets and needs of communities in order to plan for service delivery in a strategic manner. The development of the needs assessment focus was a joint process with the Division staff and other partner agencies' input. The study included a summary of research and best

practices literature, in depth interviews with Family Advocacy Center staff, analysis of documents, and site visit observation. The first phase of the effort provided a descriptive analysis of current practices, strengths, needs of the centers and provided recommendations for steps in building a coordinated community response to domestic violence. **Key Staff:** Kerry Milligan and Craig LeCroy.

Healthy Families Arizona (Department of Economic Security (DES))—a 12-year project including process and outcome evaluation of home visitation program in 26 sites across Arizona (currently expanding to 48 sites). Over the years, we have completed a qualitative interview study, an implementation study, a focus group study, a cost effectiveness study, several literature reviews and outcome studies, and implemented a statewide quality assurance system. Our quality assurance and training staff direct efforts to prepare for Healthy Families credentialing every four years, requiring each site to examine compliance with comprehensive standards. The quality of these efforts was a contributing factor to Arizona becoming the first *state system* to be credentialed by Prevent Child Abuse America. Information from the Healthy Families program evaluation is used yearly for strategic planning and policy development at the state level, as well as used by Prevent Child Abuse America in determining their strategic directions.

Key personnel: Craig LeCroy, Judy Krysik, Kerry Milligan, Allison Titcomb, Pat Canterbury, Hilary Smith, Cindy Jones, Olga Valenzuela, Kate Whitaker, Pauline Haas-Vaughn.

Maternal Health Report: Analysis of Focus Groups Among Women Who Received Inadequate Prenatal Care (1999). This project was designed for the Pima County Health Department in order to investigate why some women fail to use adequate prenatal care. LMA conducted four focus groups with women and men solicited from existing social service networks in Pima County. The focus groups explored the reasoning behind their prenatal health decision-making. A content analysis of the transcribed tapes from all of the focus groups were conducted. The analysis linked common themes of the participants across focus groups. In addition, emergent themes were also documented and synthesized with the content. The Maternal Health Report also included state and county-level statistics, perceived barriers to services as well as cultural beliefs about maternal health care. **Key Staff:** Kerry Milligan and Craig LeCroy.

In the Homeless Youth Systems Change Initiative, (2004-2005) LMA staff have worked with the Tucson Planning Council for the Homeless to assess needs of homeless youth throughout Pima County and facilitated strategic planning with the Homeless Youth committee. **Key Staff:** Hilary Smith, Allyson LaBrue, Craig LeCroy.

OASIS Center for Sexual Assault and Relationship Violence Program Evaluation (University of Arizona). (2001-2003) During this two-year project we developed focus group protocols and key informant interview guides to assess the needs and perceptions of the Center among “consumers” and community collaborators. **Key Staff:** Allison Titcomb, Kerry Milligan

In the Evaluability Assessment of Drug Prevention Programs for Children, through the Governor’s Office of Substance Abuse Prevention, LeCroy & Milligan Associates completed extensive interviews and site visits with 11 grantee programs for the purpose of determining the programs’ readiness for evaluation, as a first step in the program evaluation process. We

facilitated workshops and meetings in organizational capacity building to strengthen grantees capacity for program development and planning for evaluation. (2000-2002) **Key Staff:** Kerry Milligan, Allison Titcomb

References

1) Client Organization/Contact person

United Way of Tucson and Southern Arizona

Dan Duncan, Vice President or LaVonne Douville, Impact Council Director

(520) 903-9000

Project Description: *Consultation with United Way Impact Councils.* LMA staff work as contracted consultants to three Impact Councils to provide technical assistance in needs assessments, grant development, strategic planning, and evaluation.

Project Dates: November 2003 to present

2) Client Organization/Contact person

Tomas' Leon, Executive Director (and chair of Homeless Youth Committee)

Youth on Their Own

Tucson, Arizona

Phone: 520-293-1136

Project Description: *Homeless youth survey* for the Tucson Planning Council for the Homeless. Surveys, focus groups, interviews to assess needs of homeless youth and conduct strategic planning.

Project Dates: September 2004-present

3) Client Organization/Contact person

Nevada Department of Health Services

Debra Wagler, Health Program Manager for Real Choice Systems Change Project

Bureau of Family Health Services

3427 Goni Road, Suite 108

Carson City, NV 89706

Phone: 775-684-3479

Project Description

Nevada Needs Assessment of Children with Special Health Care Needs. A statewide needs assessment regarding availability and accessibility of community based services for children and their families.

Project Dates: August 2004-June 2005

4) Client Organization/Contact person

Arizona Department of Economic Security

Rachel Whyte, Program Manager, Healthy Families Arizona

(602) 542-1563

Paula T. Wright, Statewide Coordinator, Family Group Decision Making Program

Phone: (602) 364-1761

Project Descriptions

Healthy Families Arizona Evaluation. A statewide evaluation involves 48 sites, with over 8500 total families to date. This project has included process and outcome studies, credentialing work, and quality assurance and training components.

Project Dates: 1991 to present.

Family Group Decision Making program evaluation. Three-year study of process and outcomes of the family group conferencing program implemented through DES districts statewide. **Project Dates:** 2001-2003

5) Client Organization/Contact person

Arizona Governor's Division for Substance Abuse Policy

Rudy Navarro or Holly Orozco

(602) 542-6004

Project Description/Project Dates: LMA has been involved with numerous projects for the Governor's Division for Substance Abuse Policy. Program evaluation projects include:

- *Juvenile and Family Drug Courts and Diversion program evaluation.*
- *Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:* This project included an assessment of the funded agencies capacity to participate in an evaluation, and the subsequent evaluation of those programs.
- *Protecting You, Protecting Me program evaluation.* Evaluation of a substance abuse prevention program being implemented with the Hopi Reservation.

Project Dates: 2001-present.

Resumes of key personnel

Resumes of the following key LeCroy & Milligan Associates staff are attached.

Kerry Milligan, MSSW

Craig LeCroy, Ph.D.

Allison Titcomb, Ph.D.

Pat Canterbury, MPH

April Hizny, BA

Hilary Smith, MA

Cindy Jones BA, MIS

Allyson LaBrue, BA

Erika Ortega, BA

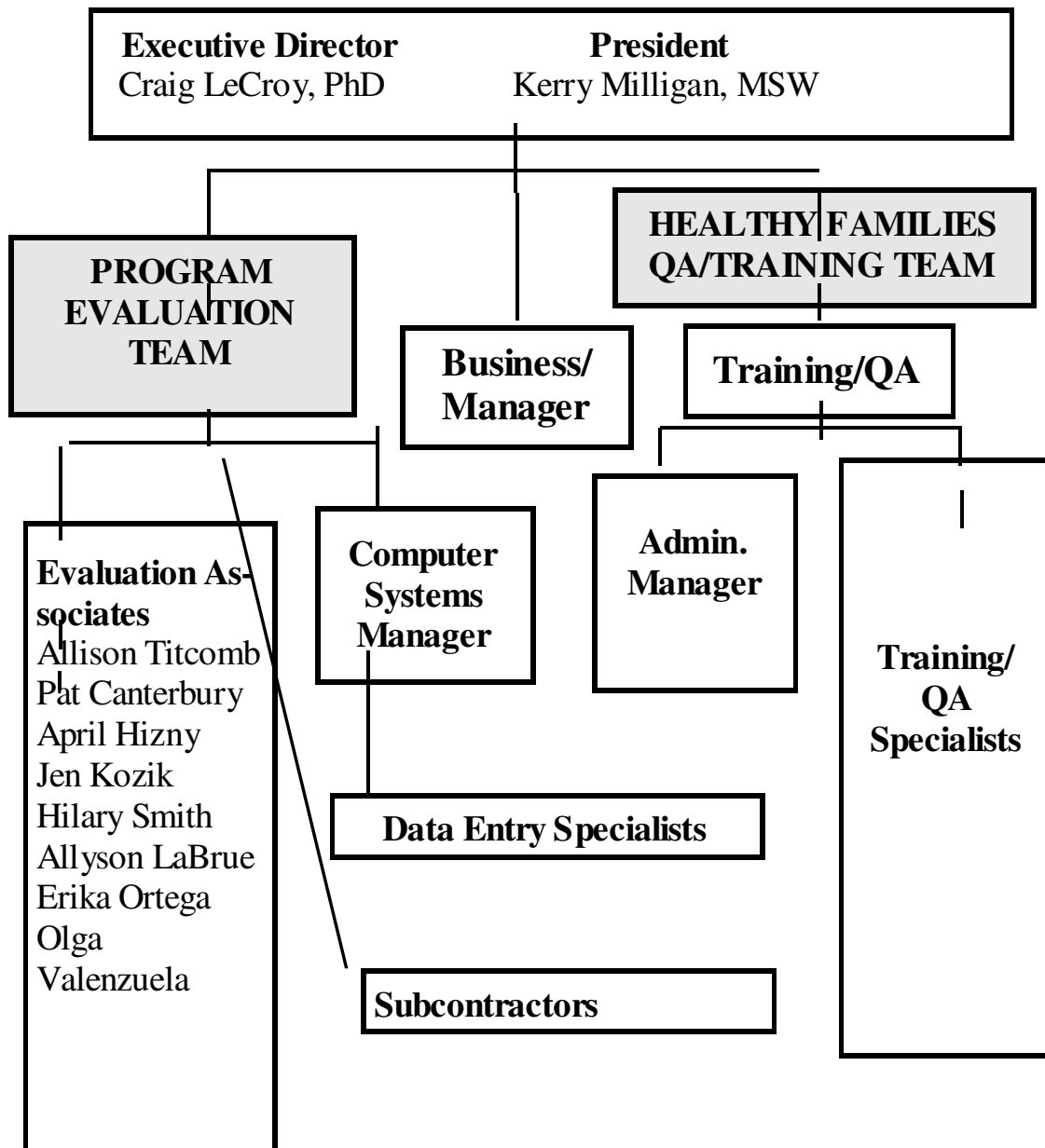
Olga Valenzuela, BA

Potential Subcontractors:

- Judy Krysik, Ph.D.
- Karen Abman, MSW
- Jaimie Leopold, MS
- LaVonne Douville, MA

LeCroy & Milligan Associates, Inc.

ORGANIZATIONAL CHART



Note: The Project team leader is chosen from evaluators for each project, and supervises the project.

Method of Approach. 3.2.1 Strategic Planning

Hallmarks of excellence, characteristics of organizational excellence, characteristics of successful organizations, elements that improve organizational capacity, and performance standards for excellence – these can all be considered and used as organizational constructs of excellence. In 2000, LeCroy & Milligan Associates completed an extensive literature review for the Governor’s Community Outreach Office, and identified five overarching constructs that we use as a framework in strategic planning. These five constructs are:

1. *Strategic Vision*: Excellent organizations have a clear mission, a vision for the future, well-structured goals and objectives, strong leadership, and an involved board of directors.
2. *Client-Centered*: The organization’s mission and goals focus on client needs, the client has a voice in the organization, and the organization has the ability to change in response to changing client needs.
3. *Organizational Learning*: The organization creates and maintains a climate that promotes active learning, provides opportunities for growth, and allows for risk taking without fear of failure.
4. *Evaluative Capacity*: The organization values evaluation, accepts and demonstrates accountability, and has the capability to measure performance both as a learning tool and as a tool for informing key stakeholders.
5. *Resource Capable*: The organization is capable of identifying, attracting, and effectively using financial resources, people, and technology.

These constructs can be used, first, to assess existing capacity, and second to help shape the focus of strategic planning in an organization or group. There are a variety of perspectives, models and approaches used in strategic planning. For example, there are strategic planning approaches that lend themselves well to effectively building strong mission and vision statements, as well as developing goals and objectives specific to those statements, both essential elements of the strategic vision construct. Other approaches might be most useful for generating organizational learning, or be helpful in building evaluative capacity in the organization. Some of the approaches that we have used and the key steps we facilitate are include:

- 1) “Basic” mission/vision, goals planning. Often working with a small organization, or newly formed group, this process can help get the key stakeholders or staff to develop and share a common vision and focus their activities for the immediate future. This process would include facilitation of discussion and consensus around:
 - a. overall mission or vision
 - b. key strategic directions to reach the mission
 - c. development of key objectives and action steps under each direction
 - d. identification of implementation tasks
 - e. development of plan to monitor attainment of goals and objectives and update plans.

- 2) Issues-based planning. Issues-based strategic planning often starts by examining issues facing the organization, strategies to address those issues, and action plans. We have used a SWOT analysis (identifying Strengths, Weaknesses, Opportunities and Threats or challenges facing the organization) as a starting point with groups. This process systematically assesses the external and internal environment of the organization, and helps the group to focus on particular issues to address. From there we assist the group in prioritizing issues to address, formulate strategies, and establish action plans. If appropriate and needed we will then assist the group in developing, reviewing and updating their strategic plan document.
- 3) Institute for Cultural Affairs (ICA) methods, often called “the Technology of Participation (TOP) methods, which is a process and set of tools that generates a large amount of data in a short time. The process encourages the generation of ideas through the use of a post it board, focused discussion questions, and a prioritizing process. This process is often more “organic” in nature than some other planning methods, and is particularly helpful in encouraging conversation, expansive thinking, and on-going dialogue.

The way that strategic planning is developed depends on the nature of the organization's or group's leadership, culture of the group/organization, complexity of the organization's environment, size of the organization, etc. We have often found that the “process” of strategic planning is as important or more important than the strategic plan document itself. We take steps to help ensure that strategic plans are implemented, including, for example:

- Encouraging broad representation in the group.
- Ensuring the plan is realistic and feasible.
- Forming clear and actionable work plans or action steps, with particular attention to short-range steps to insure early feedback and success.
- Developing a clear, concise written document that is compelling and appealing
- Developing a plan for monitoring, review and revision of plans

In addition to facilitating strategic planning, LeCroy & Milligan Associates has worked with organizations to gather data to feed into a planning process, for example, surveys, interviews, focus groups, and site visits to assess needs, review program operations, or gather perceptions about services. An example of our work in this regard is the Real Choices Systems Change project with the state of Nevada, which resulted in a comprehensive report of needs and assets in the state of Nevada used for strategic planning. Our activities included gathering data about governmental agency resources through a combination of Nevada state agency resource lists, Internet searches, phone surveys and document review. A matrix database of services was created that listed resources by type of agency, targeted clients, region served, type of service, and eligibility/accessibility policies. The comprehensive list included such resources as regional and neighborhood health centers, children's hospitals, university programs and services, local health departments, school medical services, DSHS Disability Determination, development

disability services, vocational rehabilitation services, Early Hearing Detection & Intervention, Program for Infants & Toddlers with Disabilities, Nevada Check-Up, Preschool Grants Program for Individuals with Disabilities. This type of information was important to collect and analyze by the geographic areas in order to assess the extent to which commonly cited barriers for CSHCN healthcare, (e.g., inadequate regional availability of hospital care,) exist in Nevada.

LeCroy & Milligan Associates also works to build organizational capacity for strategic planning through the use of evaluation tools. Some of the methods we use to work effectively with stakeholder groups include:

- providing logic model consultation and training to enable more clarity of the desired outcomes,
- facilitating periodic stakeholder meetings to discuss topics including data collection, interim evaluation results, and program design and policy issues, and
- developing a variety of packages and presentations—such as fact sheets, overviews, executive summaries, technical reports, and workshops—to meet the informational needs of different stakeholders.

Background Information/Work Samples

Examples of reports and projects can be found on our website, www.lecroymilligan.com, for example:

- *Nevada Needs Assessment of Children with Special Health Care Needs—final report*
- *Homeless Youth Systems Change Initiative—Tucson Planning Council for the Homeless*
- *Evaluability Assessment and Evaluation Project for Substance Abuse Prevention Programs for Children:*
- *Executive Summary of the Pima County Juvenile Probation evaluation, 2003*